

**Individual Employment Services Pilot**

**Certified Public Manager Project Report**

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South Carolina Department of Disabilities and Special Needs (SCDDSN)

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## The Problem

Since 2008, the South Carolina Department of Disabilities and Special Needs (SCDDSN or “the agency”) has promoted the “Employment First” approach to service delivery<sup>1</sup>. This approach assumes that employment is the preferred day service option for working age adults with disabilities. It also promotes employment over non-work services as the primary option for adult consumers (at first contact, and through all contacts) and seeks to provide desired employment services promptly, without making non-work services prerequisite.

Despite embracing the “Employment First” philosophy, SCDDSN has not seen consistent implementation within its network of contracted service providers. Data indicate that more consumers are interested in community employment than are receiving supports to attain and maintain it. Only 28.6% of SCDDSN consumers served in one or more “Day Services” in fiscal year (FY) 2012 received integrated Employment Services (down from 30.0% in FY 2011), while 48% of South Carolinian survey respondents with Intellectual/Developmental Disabilities (I/DD) who were not working for pay in the community and who were served in a center-based “Day Service” in FY 2012 reported wanting to do something else during the day.<sup>2</sup>

Adding to the urgency of addressing the gap between services desired and those rendered, the Centers for Medicare and Medicaid Services (CMS) implemented a new rule effective March 17, 2014 requiring states to provide all services funded by Medicaid Home and Community

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<sup>1</sup> “Employment First in South Carolina,” South Carolina Department of Disabilities and Special Needs. <http://www.ddsn.sc.gov/providers/manualsandguidelines/Documents/daysservicesmanual/Employment%20First%20in%20South%20Carolina.PDF>

<sup>2</sup> “At Day Program/Day Activity but Would Like to Go/Do Something Else During the Day” in South Carolina, National Core Indicators Chart Generator 2011-12. <http://www.nationalcoreindicators.org/charts> NCI published fiscal year 2013 data prior to the date of this report, but 2012 data are cited because those were the most recent data available when the problem was being defined and project planning occurred.

Based Services (HCBS) programs in settings that allow participants to interact with the broader community to the same degree of access as nondisabled citizens and to promote and support the pursuit of individual, integrated employment.<sup>3</sup> The state has until March 17, 2019 to come into full compliance and was required to submit a transition plan to CMS detailing how it will do so.

The purpose of this project is to address how to increase the number of consumers served by the agency (particularly those who are exiting or who have recently exited the secondary school system) who access desired individual employment services in integrated, community settings from our network of contracted service providers, as opposed to other, center-based Day Services (i.e., in segregated settings). Supporting more of the agency's consumers to obtain and maintain employment would reduce the reliance on programs that are more costly to the state on a per-person-per-year basis and are already at or near capacity.

For this project, the following operational definitions were used:

Employment: Working on an individual job for at least minimum wage, paid directly by the employer (not by a service provider out of contract revenues), for 10 or more hours per week, on average, in an integrated setting

Integrated Setting: Typical workplace where the majority of persons employed do not have disabilities and where the employee with a disability has opportunities to interact with coworkers, vendors, sub-contractors, customers and/or the public

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<sup>3</sup> CMS-2249-F/CMS-2296-F. <https://www.federalregister.gov/articles/2014/01/16/2014-00487/state-plan-home-and-community-based-services-5-year-period-for-waivers-provider-payment-reassignment>

## Data Collection and Analysis

To determine what was preventing more agency consumers from accessing individual Employment Services, data were collected and analyzed for four primary areas of interest – 1) utilization of the individual Employment Services funded by the agency, 2) demand for that service, 3) availability of the service and 4) reimbursement rates paid to providers of the service. DDSN also sought and received input from many provider agencies concerning barriers to successfully supporting consumers who desire individual, integrated employment (see Appendix 1). A common theme identified was that once a consumer is stable on a job, additional support is required long-term, though not at the same intensity or frequency as is required during placement and training. The current funding model does account for that ongoing, intermittent support need. Instead, it funds the service as if the employment environment is static, and long-term support needs can be identified/anticipated and put in place during initial training so the service will no longer be necessary and can be terminated. Providers often re-engage months after stabilization to address acute support needs but have no funding for those interventions if the service has been terminated and the funded slot awarded to another consumer. If the service had not been terminated, then another consumer in need of the service does not have access to the funded slot that is being held for intermittent supports.

### *Utilization*

A query of “receiving services” transactions in the agency’s Consumer Data Support System (CDSS) indicated that 576 consumers of SCDDSN were receiving individual Employment Services at the end of fiscal year (FY) 2013. Of those receiving the service, 454 – or 78.8% – had been receiving the service for more than twelve (12) months. This indicates that either 1) providers are required to support consumers longer than had been believed to be



necessary to obtain job placements and stabilize the consumers in their employment, or 2) services are not being terminated when the placement is stable. As referenced above, anecdotal information obtained from interviewing provider management/staff indicated that both were true. This has the unintended effect of requiring of service providers a decision between two undesirable options: End the service when the job is stable, and have no revenue source when re-engagement is needed; or, keep the service active at a lower intensity than the funding level is intended to cover, and prevent another consumer in need of supports from accessing that funded slot for the service. The pilot program designed for this project includes incentivizing rapid placement and stabilization as well as funding long-term supports via a different service model and collecting data on the intensity of supports required over time.

### *Demand*

A query of “awaiting services” transactions in CDSS indicated that as of the end of FY 2013, 175 consumers were on a waiting list to receive individual Employment Services. National Core Indicators published by the National Association of State Directors of Developmental Disabilities Services (NASDDDS) and the Human Services Research Institute (HSRI) indicate that in SC, 48% of people who go to a day program or have other daily activity would like to go somewhere else or do something else during the day.<sup>4</sup> The pilot program expands access to individual Employment Services in the short-term and tests a new model of funding those services that it is believed will, if implemented statewide, allow greater access to both initial placement and training services as well as long-term career support, at a lower per-consumer-per-year cost to the service delivery system.

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<sup>4</sup> “At Day Program/Day Activity but Would Like to Go/Do Something Else During the Day” in South Carolina, National Core Indicators Chart Generator 2011-12. <http://www.nationalcoreindicators.org/charts>

### *Availability*

As of December 2013, there were twenty-nine (29) contracted providers (public and private) in the state serving consumers in SCDDSN's individual Employment Services. Some providers serve consumers in multiple counties; but, most counties have only one provider with an active caseload. Eleven (11) counties had no DDSN-contracted provider offering individual Employment Services, leaving the South Carolina Vocational Rehabilitation Department (SCVRD) as the only option for job development/placement and training services for citizens with Intellectual Disabilities / Related Disabilities (ID/RD) in those counties. The pilot program includes one new provider that is launching an Employment Services program serving consumers in two (2) counties.

### *Service Rates*

Currently, the individual Employment Service is included in capitated funding bands<sup>5</sup> as being equivalent to the group employment model and facility-based, congregate service models. The pilot project seeks to incentivize provision of individual Employment Services by offering outcomes-based payments that result in potential revenue significantly above that of the current band. If the pilot is successful, the agency hopes to promote the creation of additional individual Employment Services programs in the state by demonstrating with pilot data that start-up risks are minimal and that the funding levels make the service sustainable even for small providers that cannot divert funds from other sources to prop up this program until it reaches a critical

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<sup>5</sup> SCDDSN uses capitated funding bands to prospectively pay service providers the average cost to provide the services needed by a consumer assigned to the band. For example, Band A in the SCDDSN funding structure is for consumers who live at home (as opposed to a provider-operated residential setting) and who receive, aside from case management, only Employment/Day Services funded entirely with state funds (as opposed to Medicaid program funding which is a state-federal cost-share). For the pilot project, two (2) new bands were created: Band P for state-funded job placement and training services, and Band Q for state-funded long-term Career Support services.

mass. Since the pilot began, the existing funding bands were increased. In order to maintain the intended incentive, the pilot rates were also increased proportionately (see Appendix 2).

## Implementation Plan

To design and implement the pilot project, the following actions were required and taken:

- Estimate an amount of potential funding that will incentivize service providers to offer individual Employment Services (i.e., job development, placement and training). The amount selected was approximately 15.6% more than is paid under the current band structure.
- Determine the number of funded slots needed for a program to cover its costs if hiring one new Employment Services professional.
- Design and define a new Career Support service for long-term support in maintaining employment and attaining career objectives, and assign a funding value to that service.
- Determine how many providers to include, based on the funding per slot and slots required per provider.
- Obtain approval of a maximum amount for the project budget.
- Establish a base funding amount that, if paid prospectively, would cover program costs for the majority of a year to alleviate cash flow concerns if benchmark outcomes are not attained early in the year (see Appendix 2). This was done by using cost reports and compensation ranges of existing providers.
- Identify the consumer outcomes that are valued, and assign a dollar value to each of them for incentive payments (see Appendix 2). The base funding plus the sum of



performance-based incentive payments equals the total funding for the year (up to 15.6% above the existing service rate).

- Create a tool for reporting accomplished outcomes (see Appendices 3.1 and 3.2), and determine the verification method for approving incentive payments.
- Write a description of the pilot (see Appendix 4)
- Create an application form (see Appendix 5)
- Determine the selection process
- Brief the SCDDSN Commission on the proposed pilot project.
- Inform service providers of the intent, and solicit participation (see Appendix 6)
- Plan and hold an informational meeting to discuss the pilot and answer questions.
- Select from among service provider applications, and notify selected partners.
- Hold orientation meetings with each selected service provider to discuss mechanics.
- Draft and enter into a contract with each selected provider for pilot services.
- Schedule and hold regular meetings with participating providers to develop and refine data collection tools and to address concerns as they arise.

The pilot was designed to last for two years so as to allow for the opportunity to compare conditions between year 1 and year 2, particularly how easy or difficult it would be for providers to find consumers to serve in their funded slots. We were concerned that after addressing existing demand in their service area, there may not be sufficient referrals in year 2 for providers to maintain service provision at levels that would result in revenues adequate to cover program costs. Though not part of the pilot project design, SCDDSN hired two Post-secondary Transition Coordinators after implementation to assist contracted service providers in establishing/



strengthening collaborative relationships with secondary school systems and Vocational Rehabilitation area offices so that provider agencies could work on building referral pipelines.

The main obstacle that was anticipated was the perception that if the pilot were successful, that would not necessarily indicate that it would be replicable on a statewide basis. Conditions vary across the state from county to county and provider to provider. So, in an effort to demonstrate that the pilot funding model could apply to all providers in the SCDDSN network without bias, the selection of providers for participation was not designed as a competitive comparison. Instead, the selection method was aimed at assuring that there would be at least one service provider from each of the following demographic categories: public, private, large, small, urban, rural, existing and new. This approach resulted in the exclusion of some providers that have a successful history of supporting consumers to obtain employment and that were well-positioned to succeed under this model. A total of fourteen (14) service providers applied to participate in the pilot. Four (4) were selected. Among them were one small, public existing program serving a rural community; one large, public existing program serving a rural community; one small, private existing program serving an urban community; and one small, private new program serving an urban community.

If the pilot proves to be successful, then the agency plans to expand the model for additional trial, data collection and refinement, and eventually to implement it statewide. During the pilot period, it is being funded with 100% state dollars. The total projected pilot cost was originally between \$336,000 and \$516,000, depending on the success of the participating providers and the incentive payments earned. Due to the aforementioned rate increases, that range has increased by the same percentage pro-rated for the portion of the pilot period remaining at the effective date of the rate increases. If implemented statewide, then SCDDSN would approach the South

Carolina Department of Health and Human Services (SCDHHS) about incorporating the model into existing Medicaid programs operated by SCDDSN that already fund vocational supports, in order to draw down federal funding to maximize the number of citizens that could be served with SCDDSN's state match.

## **Evaluation Method**

To determine the success of the pilot, SCDDSN, with the assistance of the participating service providers, will be calculating 1) the success (i.e., employment) rate of consumers served, 2) the amount of time elapsed before employment is obtained and before moving from the higher-cost placement and training service to the lower-cost Career Support service, 3) the retention rate of consumers served in the new Career Support service and 4) the types, frequency and intensity of interventions deployed in the Career Support service. These data will be captured using the data collection tools developed within the pilot and will then be compared, where possible, to the population being served under the existing model using the same tools (see Appendix 7 and Appendix 8) and/or other existing data. The data pertaining to Career Support, in particular, will also be used to confirm the appropriateness or inform the re-calculation of the service rates used in the pilot.

## **Summary and Recommendations**

Through ten (10) months of the 2-year planned pilot period, the participating service providers have achieved encouraging success. The service provider that launched a new Employment Services program hired a full-time Employment Specialist to begin attracting referrals and serving consumers and has placed two (2) of the six (6) people referred to-date in

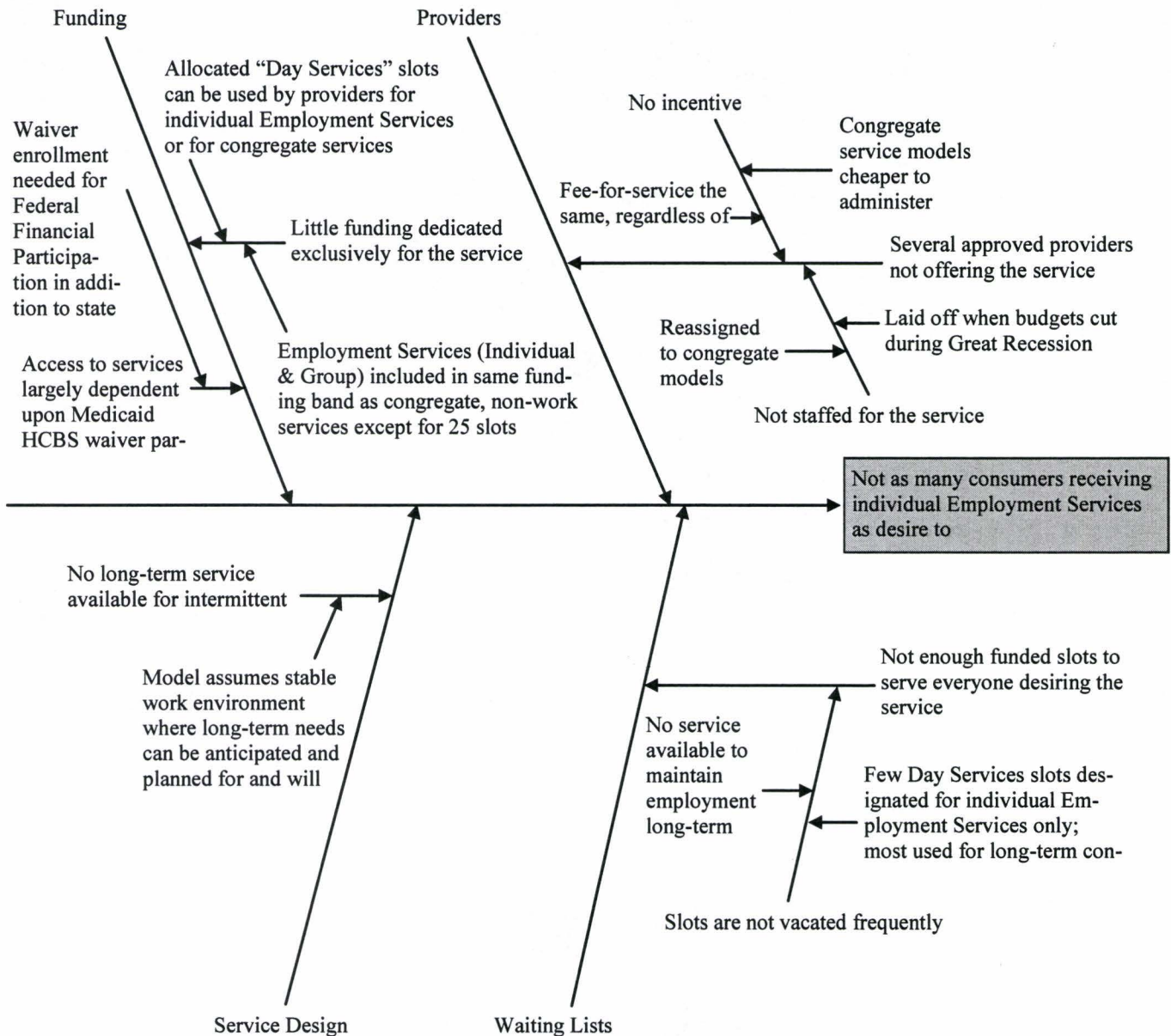
employment. The other three service providers have, to-date, combined to place eleven (11) of the eighteen (18) people they are serving in Band P (placement and training) into employment. None of those served has been working long enough yet to move into the long-term Career Support service; however, three (3) consumers have been enrolled directly into Career Support after obtaining employment through other means. To-date, none of those receiving Career Support have experienced a job loss while receiving the service.

In addition to the new program created as part of the pilot project, three (3) other private provider agencies have been approved and added to the Qualified Provider List for individual Employment Services since the pilot was announced.

Each participating provider has expressed satisfaction with the structure of the pilot. Additionally, many other providers in the SCDDSN network speak favorably of the design being implemented and express a desire to be part of an anticipated expansion, particularly to be able to receive funding designated for long-term Career Support, which would free up funding for placement and training services to be rendered to additional consumers. As this is clearly a need statewide and leads to a better return on investment for the service delivery system, I recommend expanding the availability of the Career Support service as extensively and as soon as possible. The per-consumer-per-year savings can then be re-invested in expanding access to the pilot model of placement and training Employment Services. Both expansions would yield additional data to inform refinements to program design as well as analysis of the adequacy of funding rates.



## Appendix 1

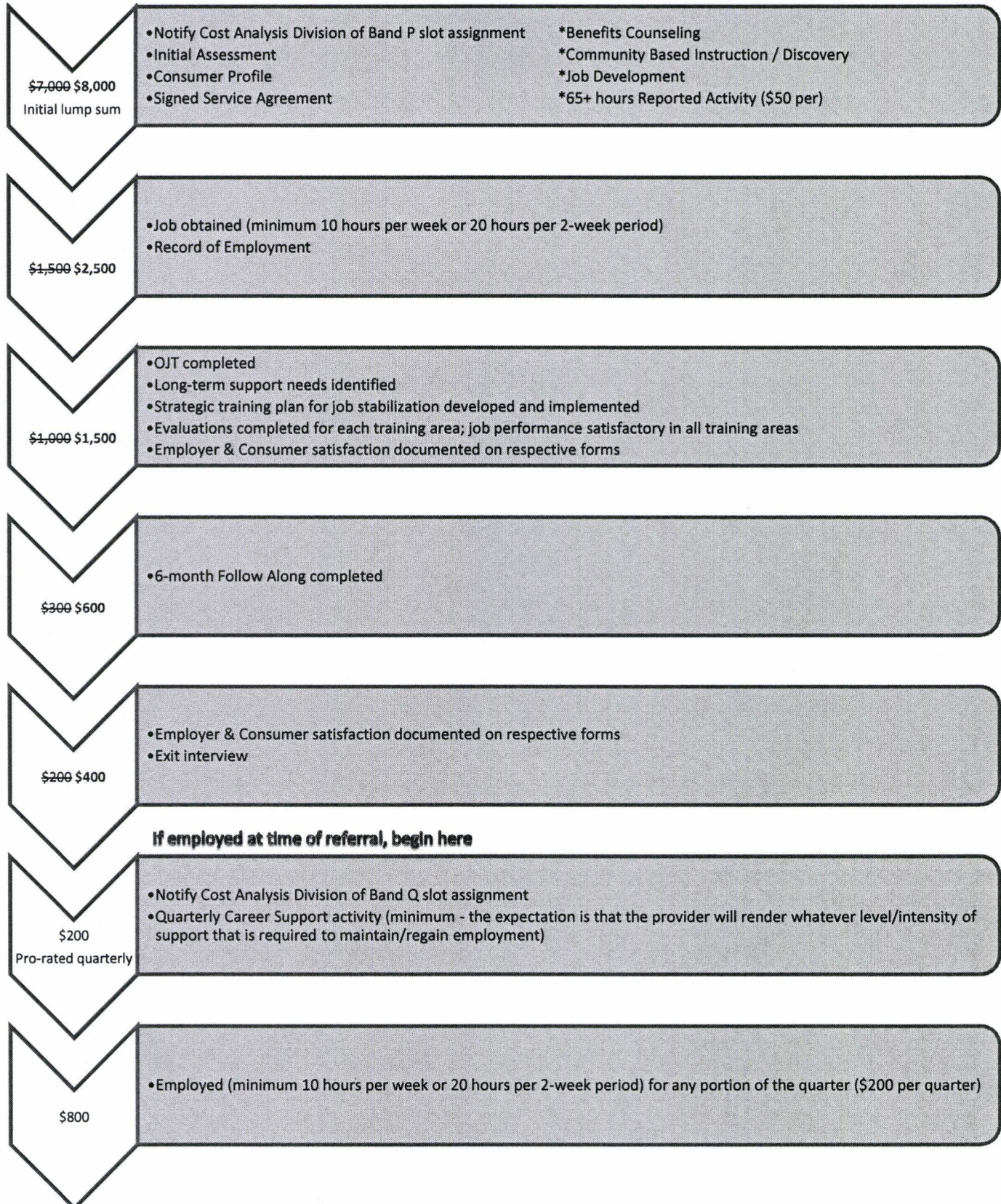




## Appendix 2

Individual Employment Services Pilot Prospective Base Funding & Outcome Values (Revised Effective 10-1-14)

### *Unemployed at time of Referral*





## Appendix 3.1

### Instructions for Quarterly Outcomes/Benchmarks Reporting

There is a separate tab for each quarter of the pilot. Year 1 Quarter 1 (Y1 Q1) is from April 1, 2014 until June 30, 2014; Year 1 Quarter 2 (Y1 Q2) is from July 1, 2014 until September 30, 2014; and so on. So, you can use this one file for the duration of the pilot.

The end date for each quarter is identified at the top of the sheet for that quarter.

At the conclusion of each quarter, click the tab for that quarter and enter on the spreadsheet the name of every consumer served in the pilot during that quarter; then, for every benchmark attained for each consumer, enter the number 1 in the corresponding cell. The spreadsheets have been formatted with a formula to calculate how much has been earned for the quarter. The final tab is a sample sheet completed with mock data.

Payment for outcomes attained cannot be processed until this report is received. Please submit by the 15th of the month following the end of each quarter.



Approved by: \_\_\_\_\_

Approved by:



## SCDDSN Individual Employment Services Pilot

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### Context:

Since 2008, the South Carolina Department of Disabilities and Special Needs (SCDDSN) has promoted the “Employment First” approach to service delivery. This approach assumes that employment is the preferred day service option for working age adults with disabilities. It also promotes employment over non-work services as the primary option for adult consumers (at first contact, and through all contacts) and seeks to provide desired employment services promptly, without making non-work services prerequisite.

Despite embracing the “Employment First” philosophy, SCDDSN has not seen consistent implementation within its network of contracted providers. This is due to a number of factors, not the least of which was learning that Medicaid would no longer fund rehabilitation services for people with intellectual and related disabilities (ID/RD). This shift in Medicaid policy interfered with the implementation of “Employment First” by focusing attention on moving nearly 2,100 consumers from rehabilitation services to the Community Supports Waiver so that they could continue to receive Day Services.

Presently, there are 43 approved providers of Employment Services – Individual (S06) on SCDDSN’s Qualified Provider List (QPL). Of these 43 approved providers, only 29 are actually providing this service to one or more consumers. The remaining 14 providers, which include 10 DSN Boards, are not providing this service.

Over the last two (2) years, DDSN has sought and received input from many provider agencies concerning barriers to successfully supporting consumers who desire individual, integrated employment. Additionally, an Employment Task Force, made up of seasoned Employment Specialists from around the state, was formed at the request of the Human Service Providers Association’s Day Services Committee and charged with recommending system changes that would alleviate/mitigate these barriers. The Task Force’s recommendations are reflected in this proposed pilot project.

### Proposal:

SCDDSN intends to prioritize Employment Services – Individual across the state and increase the capacity to support consumers with ID/RD in obtaining and maintaining individual, integrated employment. To that end, the agency proposes to pilot a new funding structure with a combination of providers currently serving consumers AND at least one provider not currently serving any consumers in Employment Services – Individual. Preferably, there will be at least one public and one private provider participating, as well as one serving an urban area and one serving exclusively rural areas. The purpose is to determine how successful and sustainable the proposed structure is (1) for starting up a program and (2) for improving/expanding an existing program. Participating providers will be partnering with SCDDSN to increase employment outcomes for consumers exiting school; to maintain employment for consumers placed by the provider, schools and/or the SC Vocational Rehabilitation Department (VR); and to demonstrate what level of support is required to maintain employment and to regain employment when employment is lost. The proposed structure is as follows.



*Slot Allocations and Base Funding*

SCDDSN will allocate for each provider in the pilot six (6) newly created Band P slots (in addition to any Band A and Band J slots already allocated) to be used to serve consumers in Employment Services – Individual for a period of two (2) years. This number of slots is hypothesized to be the critical mass needed to start service delivery. Each slot will be assigned a value of \$10,000 per year, \$7,000 of which will be paid in one lump sum at the beginning of the year, for a maximum total funding of \$60,000 per year for each provider. This funding amount (which is greater than current “Band A” funding) is intended to cover the cost of a full-time Employment Specialist, including fringe benefits, as well as the transportation costs associated with providing the service and some administrative costs.

For each consumer for whom all of the Band P performance measures (below) are achieved, the provider will be allocated a newly created Band Q slot for Career Support Services. Band Q will be assigned a value of \$1,000 annually, \$200 of which will be paid prospectively in quarterly pro-rated payments. The provider will be expected to assist Band Q consumers in maintaining (or in the case of job loss/dissatisfaction, regaining/changing) competitive employment and meeting career objectives (e.g., advancement, shift schedule changes, earned wage increases, benefits, job change, etc.) by serving as a resource to both the employer and the consumer-employee. In addition to consumers who obtain employment while being served in Band P, up to four (4) additional consumers can be allocated a Band Q slot if they obtain employment via Vocational Rehabilitation or School District efforts and are subsequently transitioned to the provider for extended services (i.e. follow along / Career Support Services).

*Slot Assignments*

When filling allocated Band P slots, **the first priority will be to enroll consumers who have exited the school system within the prior 24 months or who have yet to receive a Day Service since exiting the school system.** If there are not enough consumers in this population who are interested in receiving Employment Services – Individual to fill all of the allocated slots, then providers may award remaining slots to consumers who have been receiving facility-based services, but who are interested in obtaining a competitive job in an integrated setting as well as consumers awaiting services. The provider will be required to notify SCDDSN of who is being served in each slot and which category he/she belongs to (i.e., recently exited school, served in facility-based services or awaiting services).

*Performance Measures, Reporting and Paybacks***Band P**

In order to earn the full amount assigned to each Band P slot, the provider must achieve the series of performance measures below. Each of these milestones is assigned a dollar value below. It is assumed that measures 1,2 and 7 will be met, and payment for these milestones are included in the lump sum payment. For each measure numbered 3 – 6 that is achieved for a funded slot, the assigned value for that measure will be paid in addition to the prospective payment for that slot. Providers will report quarterly which measures were met during the quarter for each consumer served in the pilot and will submit supporting documentation; SCDDSN will then send payment for those outcome benchmarks.

1. The provider must complete the referral process, resulting in a signed service agreement.\*  
**\$1,500**



2. The provider must develop and implement an individual plan for obtaining employment which includes Community Based Instruction and Job Development activities and document such.\*  
\$2,250
3. The provider must successfully support the consumer in obtaining employment and create a record of employment documenting the details of the placement. The consumer must obtain a job working 10+ hours per week (or 20 hours per 2-week period) in an integrated setting – defined as a job that a non-disabled citizen is eligible to apply for and hold – that pays minimum wage or better and be paid directly by the employer.\*  
\$1,500
4. During and following the standard on-the-job training offered by the employer, the provider must identify any long-term support needs, develop a strategic training plan for job stabilization and implement that plan (including evaluating progress on the training areas), resulting in the satisfaction of the employer and the consumer-employee.\*  
\$1,000
5. The provider must conduct follow along contact with the consumer and/or employer at least monthly for six (6) months to continually assess the success of the placement and to identify and address any further long-term support needs to ensure job retention.\*  
\$300
6. At the completion of the six-month follow along, the provider must again secure documentation of the satisfaction of both the employer and the consumer-employee, conduct an exit interview and move the consumer from band P to Band Q (by notifying Richard Wnek at SCDDSN).\*  
\$200
7. A minimum of 65 hourly units of service per slot must be provided and reported for the year. **When one consumer is successfully placed, trained, stabilized, followed along and moved to Band Q with a successful outcome, another can be served using the vacated slot; and, the combined units of services for the two consumers count toward the annual service provision requirement for that allocated slot.**  
*This performance measure (#7) is worth \$3,250 of the funding for the slot (\$50 for each required unit of service).*

\* Achievement of these measures can be documented using the forms already in use for this service (e.g. Individual Plan for Supported Employment, Employer Satisfaction Form, Customer Satisfaction Form and Instructional Strategy Plan or Plan of Instruction). The provider will be required to assign a specific consumer to each slot and notify SCDDSN of the assignments.

**Note:** By completing the referral process, developing and implementing a plan and providing the minimum number of hourly units of service, providers are assured of \$7,000 for each slot, regardless of outcomes. However, the opportunity exists to earn significantly more than the current “Band A” funding amount for each Band P slot by providing effective Employment Services that result in successful employment outcomes for the consumers served.

If all Band P performance measures are met for a consumer and he/she is moved to a Band Q slot before the end of the year, another consumer can be served in the vacated Band P slot. And, the provider can earn up to an additional \$3,000 (above the \$10,000 value for the slot) for each additional consumer served (actual earnings depend on the achievement of performance measures 3 – 6 for the additional consumer(s) served).

Band Q



In order to earn the full amount paid for each Band Q slot, the provider must achieve the performance measures below. It is assumed that measure #1 will be met, and payment for that milestone is included in the prospective payment. For each quarter that measure #2 is achieved for a funded slot, the pro-rated portion of the assigned value for that measure will be paid in addition to the prospective payments for that slot. Providers will report quarterly the consumers for whom measure #2 was met during the quarter and will submit supporting documentation; SCDDSN will then send payment for those outcome benchmarks.

1. The provider must conduct and document at least one Career Support activity per quarter (e.g., job performance assessment, employer/employee satisfaction appraisal, long-term support needs assessment, training on a new job duty, intervention requested by the employer, etc.)  
\$200
2. The provider must ensure that the consumer is employed (at least 10 hours per week, or 20 hours per 2-week period).  
\$800 (\$200 per quarter)

For each quarter in which the consumer is employed for any portion of the quarter, the provider will be paid \$200. In some quarters, it may require much more than one Career Support activity to achieve this performance measure.

#### *SCDDSN Support*

In addition to the technical support that is generally available from the District Offices, Central Office personnel will provide in-person training (initial and/or refresher) on community-based instruction, job development, customized employment, job coaching and documentation of services to participating provider staff upon request.

#### Discussion Points:

- Consumers served as part of this pilot will be entered as receiving Employment Services – Individual (S06) on STS but will not be allowed to bypass the waiting list to enroll in the CS Waiver.
- If a Band A consumer receiving facility-based services is selected for participation in this pilot, the Band A slot will be taken offline / converted to a Band P for the duration of the pilot.
- Any consumer leaving a facility-based service and assigned to a Band P slot can return to the facility-based service (over-enrolled until the end of the pilot) as a “safety net.” However, the provider’s funding for the Band P slot is still dependent upon achieving the performance measures for somebody.
- The ability to enroll consumers placed by VR/schools directly into Band Q is a back-end incentive to engage on the front end (i.e., during the school-age transition years) to become acquainted with students and collaborate with VR/school personnel.
- Any surplus funds from this pilot must be re-invested in the provider’s individual Employment Services and may not be diverted to support other programs/services, including other DDSN Day Services.
- Providers should advise consumers offered Employment Services – Individual as part of this pilot that there is no guarantee of continued services beyond the 2-year period. It is strongly recommended that providers prepare an acknowledgment form for consumers/families to sign stating that they understand this and agree to participate under those conditions.

## **SCDDSN Individual Employment Services Pilot Application**

This pilot application is open to SCDDSN-contracted providers that are approved, qualified providers for Employment Services – Individual (S06), regardless of whether or not they currently serve an active caseload for this service. Submission of an application to participate in the Employment Pilot indicates a commitment to assisting consumers in obtaining and maintaining individual employment in integrated settings at/above minimum wage. SCDDSN is seeking to work with four (4) providers over two (2) years to increase employment outcomes for consumers exiting school; to maintain employment for consumers placed by the provider, schools and/or the SC Vocational Rehabilitation Department (VR); and to demonstrate what level of support is required to maintain employment and to regain employment when employment is lost.

**Applications should be submitted by January 31, 2014** via email to Jacob Chorey, Director of Employment/Day Services ([JChorey@DDSN.SC.GOV](mailto:JChorey@DDSN.SC.GOV)). Please contact Jacob if you should have any questions regarding your application.

All applicants will be notified by February 28, 2014 whether they have been selected for participation.

This is not a competitive bid process. In evaluating each application, the following factors will be considered:

1. Current status as an approved provider of Employment Services
2. Current caseload size (if any) and employment practices
3. Ability to fill potentially allocated slots timely
4. Commitment to improving individual employment outcomes for South Carolinians with ID/RD
5. Readiness/capacity to engage in improvement activities
6. Current/potential collaboration with relevant stakeholders

Letters of support from partnering entities are not required but are encouraged.

*Please provide the following information:*

<b>Provider/Agency Name:</b>	
<b>County/Counties Served:</b>	
<b>Contact Person:</b>	
<b>Contact Person Title:</b>	
<b>Mailing Address:</b>	
<b>Contact Phone Number:</b>	
<b>Contact Email Address:</b>	

*Please answer the questions below. SCDDSN is looking for basic, concrete information and would expect that answers be no longer than a paragraph or two.*

Questions	Responses
<b><u>Demographic Questions</u></b> <ul style="list-style-type: none"> <li>In the most recently completed fiscal year, how many consumers received individual employment services from your organization?</li> <li>How many are you currently serving?</li> </ul>	•
<b><u>Current Practices</u></b> <ul style="list-style-type: none"> <li>STUDENT TRANSITION: In what ways do you interact/collaborate with stakeholders (i.e., parents, school systems, VR) currently</li> </ul>	•



engaged in the transition process? • Are Service Coordinators making appropriate referrals to individual employment services?	
<u><b>Commitment</b></u> • Is there administrative support (e.g., Executive Director, Employment/Day Director) for technical assistance? • Is there a willingness to maintain accurate data for recording keeping and tracking for future decision making? • Is there, or will there be, at least one employee dedicated full-time to individual employment services?	•
<u><b>Professional Development</b></u> • How does your organization currently provide professional development? When does that occur? • Through what means (e.g., webinar, face-to-face training) is professional development desired?	•
<u><b>Need</b></u> • Please describe your level of confidence in your ability to enroll 6 consumers in Employment Services – Individual in May/June 2014 and an additional 6 (or more) consumers within the following year. • Please describe your specific technical assistance needs as it relates to individual employment services. • How do you see the pilot moving your employment goals forward?	•
<u><b>School Systems/SCVRD</b></u> • Does your organization have a past or recently-developed working relationship with a local school system or VR Area Office? If yes, please provide the name of the organization and any specific individuals (name & title) that you work with.	•

### **Understanding/Agreement**

By signing this page, I acknowledge that I have read the pilot description and the application, have asked any pertinent questions and wish to participate in the pilot as described.

\_\_\_\_\_  
Signature – Executive Director / Chief Executive Officer

\_\_\_\_\_  
Signature – Employment / Day Services Director/Manager

\_\_\_\_\_  
Signature – Employment Specialist

\_\_\_\_\_  
Date



## Appendix 6

**Beverly A. H. Buscemi, Ph.D.**

*State Director*

**David A. Goodell**

*Associate State Director*

*Operations*

**Susan Kreh Beck**

*Associate State Director*

*Policy*

**Thomas P. Waring**

*Associate State Director*

*Administration*



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PO Box 4706, Columbia, South Carolina 29240

803/898-9600

Toll Free: 888/DSN-INFO

Website: [www.ddsn.sc.gov](http://www.ddsn.sc.gov)

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### MEMORANDUM

TO: Executive Directors, DSN Boards  
CEOs, Contracted Service Providers  
Day Services Directors

FROM: Beverly A.H. Buscemi, Ph.D., State Director

RE: Individual Employment Services Pilot

DATE: December 20, 2013

Over the last two years, consumers and advocates have called for more opportunities and support for obtaining and maintaining individual, integrated employment at or above minimum wage. DSN Boards and qualified Employment Services providers have identified barriers to providing more of those supports and have made suggestions for removing those barriers. And, the DDSN Commission has encouraged expansion of our efforts to enable students exiting special education programs to access needed employment supports without a long waiting period, consistent with the "Employment First" philosophy.

In response to the input received from all of these – and other – sources, an Individual Employment Services Pilot has been developed. Please find attached a description of the pilot with accompanying materials, including an application form. We look forward to partnering with provider agencies that are committed to supporting consumers in obtaining and maintaining individual, integrated employment.

As noted on the attached application, **the deadline to apply to participate in the pilot is January 31, 2014. An informational meeting will be held from 11:00 to 12:30 on January 13<sup>th</sup> in Room 251 of the DDSN Central Office (3440 Harden Street Extension, Columbia, SC).**

#### **DISTRICT I**

P.O. Box 239  
Clinton, SC 29325-5328  
Phone: (864) 938-3497

Midlands Center - Phone: 803/935-7500  
Whitten Center - Phone: 864/833-2733

9995 Miles Jamison Road  
Summerville, SC 29485  
Phone: 843/832-5576

#### **DISTRICT II**

Coastal Center - Phone: 843/873-5750  
Pee Dee Center - Phone: 843/664-2600  
Saleeby Center - Phone: 843/332-4104



Participation in this meeting is also possible via videoconference at the following locations:

Pee Dee Center – Administration Conference Room

Whitten Center – Health Services Building

Coastal Center – Training Room 2 (District Office)

Thank you all for the input that you have contributed. I hope many of you will be interested in applying to participate in this pilot.

Encls.

cc: Mr. John King, District Director-District I  
Mr. Rufus Britt, District Director-District II  
Ms. Susan Kreh Beck, Associate State Director-Policy  
Ms. Janet Priest, Director-ID/RD Division  
Mr. Jacob Chorey, Director-Employment and Day Services  
Ms. Sally Bowen, District I  
Ms. Felita Martino, District II  
Ms. Susan Davis, USC – CDR



**Appendix 7**

	A	B	C	D
1	<b>GENERAL INFORMATION</b>			
2	Consumer Name	Provider Agency	Date of Birth	Gender
3	Last, First	Spell Out County (if applicable)	mm-dd-yyyy	M/ F
4				
5				
6				
7				
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18				



**Appendix 7**

	A	E	F	G
1				
2	Consumer Name	County of Residence	Residential Setting	Transportation
3	Last, First		Independent/ With Family/ CTH/ SLP/ CRCF	Drives Self/ Walks/ Bikes/ Public/ Private/ Residential Provider/ Other: Specify
4				
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**Appendix 7**

	A	H	I
1	<b>EDUCATION</b>		
2	Consumer Name	Highest Level of Education Attained	Work Experience During High School (paid or unpaid)
3	Last, First	College Degree/ High School Diploma/ High School Certificate/ GED/ Did not complete High School	Paid/Unpaid/ Both/ No
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**Appendix 7**

	A	J	K	L	M
1	<b>Employment</b>				
2	Consumer Name	Date Enrolled in Employment Services - Individual (or Band P)	Date Hired	Job Develop- ment Service Delivery System	Employer
3	Last, First	mm-dd-yyyy/ N/A	mm-dd-yyyy/ N/A	DDSN/ VR/ School/ Other/ None (Independ- dent)	
4					
5					
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18					



**Appendix 7**

	A	N	O	P	Q	R
1						
2	Consumer Name	County Where Employed	Hourly Wage	Average Hours Worked Per Week	Benefits from Employer	Date Completed 6-Month Follow Along & Satisfaction Forms
3	Last, First				(Enter All that Apply) Vacation/ Sick Leave/ Holidays/ Insurance/ Retirement/ Other: Specify/ None	mm-dd-yyyy/ N/A
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18						



Appendix 7

	A	S	T
1			
2	Consumer Name	Date Enrolled in Career Support (or Band Q)	Date of Job Loss
3	Last, First	mm-dd-yyyy/ N/A	mm-dd-yyyy/ N/A
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**Appendix 7**

	A	U	V
1			
2	Consumer Name	Job Loss Reason	Current Status
3	Last, First	New Job/ Quit/ Terminated/ Reduction in Force/ Position Eliminated	Employed FT/ Employed PT 10+ hrs per week/ Employed PT < 10 hrs per week/ Unemployed
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**Appendix 7**

	A	W	X	Y	Z
1	<b>ENTITLEMENT/GOVERNMENT BENEFITS</b>				
2	Consumer Name	Government Benefits Received	Received Benefits Counseling	Confirmation Wages are Reported to SSA Monthly	SSA Work Credits Earned (Max = 4 / 2014: \$1,200 = 1 credit)
3	Last, First	(Select All that Apply) SSI/ SSDI/ SNAP (Food Stamps)/ Housing/ Other: Specify	Yes/ No	Yes/ No	0/ 1/ 2/ 3/ 4
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# Appendix 8

## SCDDSN Career Support

### Service Delivery Log

Service Provider Name:	Participant Name:
Month of Service:	Career Support Specialist:
Employer :	Employer Address:
Supervisor Name :	Contact # :

Service Type: **AM**= Agency Meet **CM**= Circle Meeting **CT**= Call Team **HV**= Home Visit **JVE**= Job Visit Evaluation **JVI**= Job Visit Intervention  
**TC**= Telephone Call **O**= Other

Service Date	Service Type	Time In (AM or PM)	Time Out (AM or PM)	Elapsed Time	Place of Service	Summary/Written Narrative Continue narrative on next page if needed
		:	:			
		:	:			
		:	:			
		:	:			
		:	:			
		:	:			
		:	:			
		:	:			

Total Hours

\_\_\_\_\_  
Signature – Career Support Specialist

\_\_\_\_\_  
Date

The Career Support Specialist certifies that the information provided above is complete and accurate.